



# Case Study

## Keble College Oxford

### Keble College – Focus on Communication

Keble College is one of the largest of the constituent colleges of the University of Oxford. Founded in 1870 Keble College is committed to making an Oxford education more widely available, maintaining the highest possible standards of teaching, learning and research. In addition to its academic function, Keble College also hosts conferences outside of term time and promotes the 'Oxford Experience,' offering bed and breakfast accommodation to visitors of the city.

### Background

The Keble team deliver a number of non-academic support services to manage its many facets and meet the needs of a diverse customer base. Many of the senior managers responsible for delivering these services, which range from accounts through to property maintenance, have been in their roles for many years.

In 2008 Jigsaw@work® were invited to develop a team training day to support those holding senior posts in non-academic services. Centred on communication, the programme's goal was to identify and address any problems in a fun and informative manner.

### Design

Jigsaw@work® set about developing a one day programme that would be delivered to a team of 10 senior managers off site.

Understanding the diverse mix of delegates Jigsaw@work® incorporated fun activities with tools and techniques that delivered learning around:

- ✚ Increasing self awareness, strengths, under-strengths and behaviours.
- ✚ Understanding the impact of their behaviours and communication upon their colleagues and team members.
- ✚ Developing effective communication skills through acknowledging the preferred style of communication by others and accommodating their needs, whilst motivating and encouraging positive action.



Marie Ruffle, HR Manager from Keble College said: "Jigsaw@work® demonstrated a clear understanding of our needs and presented an interesting mix of tools that would deliver an exciting team building event, whilst addressing our needs for improving the communication between departments."

### Outcome

Using the Jigsaw Discovery Tool and other learning techniques, delegates were guided through their personal journey of self discovery. Delegates looked at perception and how it impacts on workplace situations and relationships, personal characteristics and strengths, irritants and communication styles.

Marie continued: "During the one-day programme we saw an awakening in some people as behaviour and actions began to make sense. There was a genuine appreciation of others as team members understood more about themselves and their colleagues."

*"Individuals realised why colleagues act in a certain way, why certain situations had gone wrong and what they could do to create positive change."*

### Sustainability

To create a sustainable programme and reinforce the key learning points around improving communication, Jigsaw@work® designed several activities that were delivered by Marie at monthly team meetings.

*"We didn't anticipate the sheer fun of the training and the huge boost to the commitment, enthusiasm, pride in the College, respect for colleagues and embracing of a common vision that resulted. The highly creative exercises challenged and tested us and drove home very valuable lessons without ever risking melt-down."*  
Roger Boden

(t) +44 (0)1924 864444  
(w) [www.jigsawatwork.com](http://www.jigsawatwork.com)  
(e) [discovery@jigsawatwork.com](mailto:discovery@jigsawatwork.com)

Registered Offices:  
The Chippendale Suite, Nostell Estate,  
Doncaster Road, Nostell, Nr. Wakefield, WF4 1AB